



MEETING OF
COMMISSION ON HOMELESSNESS

www.oaklandca.gov/boards-commissions/commission-on-homelessness

Agenda
Wednesday, August 28, 2024
5:00PM
Oakland City Hall
Hearing Room 1
1 Frank H. Ogawa Plaza, 1st Floor

All public bodies subject to the Brown Act were temporarily allowed by Assembly Bill 361 to have online-only meetings during the state of emergency. As the emergency order was lifted by the State of California on February 28, 2023, all public meetings including Oakland City Council and Boards and Commission meetings are required to now be held in-person under California state law.

PUBLIC PARTICIPATION

The Oakland Commission on Homelessness encourages public participation in the meetings. The public may observe and/or participate in this meeting in several ways.

NO PUBLIC COMMENT IS TAKEN VIA ZOOM.

- **To observe the meeting by video conference**, please click on this link: <https://us02web.zoom.us/j/82499515615> at the noticed meeting time.

Instructions on how to join a meeting by video conference are available at: <https://support.zoom.us/hc/en-us/articles/201362193>, which is a webpage entitled “Joining a Meeting.”

- **To listen to the meeting by phone**, please call the numbers below at the noticed meeting time: Dial (for higher quality, dial a number based on your current location):

+1 669 900 9128 or +1 346 248 7799 or +1 253 215 8782 or +1 646 558 8656 or +1 301 715 8592 or +1 312 626 6799. For each number, please be patient, and when requested, dial the following Webinar ID: 824 9951 5615

After calling any of these phone numbers, if you are asked for a participant ID or code, press #. Instructions on how to join a meeting by phone are available at: <https://support.zoom.us/hc/en-us/articles/201362663>, which is a webpage entitled “Joining a Meeting by Phone.”

- **PUBLIC COMMENT:** There are **two ways** to comment on agenda items.
- **COMMENT IN ADVANCE.** Send your comments to commissiononhomelessness@oaklandca.gov no later than one (1) hour **BEFORE** the meeting starts, along with your full name and the agenda item number related to your comments. Please note that eComment submissions close one (1) hour before the posted meeting time. All submitted public comments will be provided to the Commissioners prior to the meeting.



**MEETING OF
COMMISSION ON HOMELESSNESS**

www.oaklandca.gov/boards-commissions/commission-on-homelessness

- **In-person at the Meeting by SPEAKER CARD.** To comment at the meeting in-person, you must submit a speaker card for each item before the item is called. Speaker cards will be accepted by Admin Staff until the item is called. Once your name is called, you will be allowed to speak. Speakers are generally limited to two minutes at the discretion of the Chair.

If you have questions about these protocols, please e-mail
commissiononhomelessness@oaklandca.gov

- **Parking** While attending Homelessness Commission meetings, you may park for free in the Dalziel Building Garage (located on 16th Street between San Pablo Avenue and Clay Street). As of September 2023, parkers must use the [ParkMobile](#) parking app on a mobile device to manage their parking, and the promotion code for free parking will be provided at the meeting.

REMAINDER OF PAGE INTENTIONALLY LEFT BLANK

**Agenda
Wednesday, August 28, 2024**



**MEETING OF
COMMISSION ON HOMELESSNESS**

www.oaklandca.gov/boards-commissions/commission-on-homelessness

5:00PM
Oakland City Hall
Hearing Room 1
1 Frank H. Ogawa Plaza, 1st Floor

1. Call to Order and Roll Call

Commission Members: Yolanda Anderson, Janny Castillo, Marcus Christmas, Candice Elder, Joey Harrison, Marlene Hurd, Alexis Lozano, Mark Walker

2. Public Comment

Attendees must fill out a speaker card for each item they wish to comment on. Speaker cards will be accepted up until Public Comment for each item begins. Please submit your cards to the Admin Staff before being recognized by the presiding officer

3. Approval of Draft Minutes for the meeting of May 22, 2024

4. Discussion of the Encampment Management Policy

5. Receive an Informational Report from the Department of Housing and Urban Development Technical Assistance Consultants (HUD TA)

6. Receive an Oral report on Encampment Management Operations

7. Approval of Appointments to the Governance Committee

8. Standing Committee Updates

9. Approval of Proposed Schedule of Future Meetings and Agenda Topics

10. Open Forum

11. Adjournment

Do you need an ASL, Cantonese, Mandarin, or Spanish interpreter or other assistance to participate? Please email commissiononhomelessness@oaklandca.gov or call (510) 238-7542 or (510) 238-2007 for TDD/TTY five days in advance.

¿Necesita un intérprete en español, cantonés o mandarín, u otra ayuda para participar? Por favor envíe un correo electrónico a commissiononhomelessness@oaklandca.gov o llame al (510) 238-7542 o al (510) 238-2007 para TDD/TTY por lo menos cinco días antes de la reunión. Gracias.



**MEETING OF
COMMISSION ON HOMELESSNESS**

www.oaklandca.gov/boards-commissions/commission-on-homelessness

你需要手語, 西班牙語, 粵語或國語翻譯服務嗎? 請在會議前五個工作天電郵
commissiononhomelessness@oaklandca.gov 或 致電 (510) 238-7542 或 (510) 238-2007 TDD/TTY.



Draft Meeting Minutes
Wednesday, May 22, 2024
5:00 PM
Hearing Room 1
1 Frank H. Ogawa Plaza

MEETING OF
COMMISSION ON HOMELESSNESS

www.oaklandca.gov/boards-commissions/commission-on-homelessness

1. Call to Order and Roll Call

The meeting was called to order at 5:10 p.m.

Present: Joey Harrison, Janny Castillo, Marcus Christmas, Alexis Lozano, Mark Walker, Candice Elder – 6

Excused: Yolanda Anderson, Marlene Hurd-2

Vacancy-1

2. Public Comment

There were 3 Public Speakers

3. Approval of Draft Minutes for the meeting of April 24, 2024.

A motion was made by Vice Chair Castillo and seconded by Commissioner Anderson to approve the draft meeting minutes of April 24, 2024. Upon call of the vote, the motion passed by **Ayes: Harrison, Christmas, Chair Lozano, Elder, Vice-Chair Castillo, Walker – 6, Excused: Hurd, Anderson-2**

4. Receive an Oral Report of Fiscal Year 2024-2025 Midcycle Budget Process and Action on Next Steps

LaTonda Simmons, Assistant City Administrator provided an informational report about the release of the midcycle budget

There were no speakers on this item

No Vote was taken

5. Receive Reports of Standing Committees: Policy Committee - Draft Budget Letter

Vice Chair Castillo provided an update on the draft budget letter and possible recommendations. Commissioners will submit all comments on this item to Chair Lozano by June 10th and the letter will be submitted to City Council by June 12th

There were no speakers on this item



Draft Meeting Minutes
Wednesday, May 22, 2024
5:00 PM
Hearing Room 1
1 Frank H. Ogawa Plaza

MEETING OF
COMMISSION ON HOMELESSNESS

www.oaklandca.gov/boards-commissions/commission-on-homelessness

A motion was made by Commissioner Walker and seconded by Commissioner Christmas to amend the budget recommendation letter. Upon call of the vote, the motion passed by **Ayes: Harrison, Christmas, Chair Lozano, Elder, Vice-Chair Castillo, Walker – 6, Excused: Hurd, Anderson-2**

6. Receive an Oral Report on the City of Oakland’s Encampment Resolution Funding (ERF) Grant Award

LaTonda Simmons, Assistant City Administrator, provided an informational report that the City of Oakland was awarded a \$7.2 million ERF grant from the State of California

There were no speakers on this item

A motion was made by Commissioner Harrison and seconded by Commissioner Elder to receive the Encampment Resolution Funding Grant report. Upon call of the vote, the motion passed by **Ayes: Harrison, Christmas, Chair Lozano, Elder, Vice-Chair Castillo, Walker – 6, Excused: Hurd, Anderson-2**

7. Receive a Report on the Preliminary Results of 2024 Point in Time Count for the City of Oakland

LaTonda Simmons, Assistant City Administrator provided an informational report on the Preliminary Results of 2024 Point in Time Count.

There were no speakers on this item.

A motion was made by Commissioner Walker and seconded by Commissioner Christmas to receive the report on the preliminary results of 2024 Point in Time Count. Upon call of the vote, the motion passed by **Ayes: Harrison, Christmas, Chair Lozano, Elder, Vice-Chair Castillo, Walker – 6, Excused: Hurd, Anderson-2**

8. Approve Considerations to Establish and Appointment Members to an Ad Hoc Committee for the Commission on Homelessness’ Annual Report

The commission created an Ad Hoc Committee. Three commissioners accepted nominations with a cap of four members. The preliminary scope of work will be nine months.

There were no speakers on this item.



Draft Meeting Minutes
Wednesday, May 22, 2024
5:00 PM
Hearing Room 1
1 Frank H. Ogawa Plaza

MEETING OF
COMMISSION ON HOMELESSNESS
www.oaklandca.gov/boards-commissions/commission-on-homelessness

A motion was made by Vice Chair Castillo and seconded by Commissioner Harrison to form an Ad Hoc Committee with the membership of four commissioners and the preliminary scope of work will be nine months. Upon call of the vote, the motion passed by **Ayes: Harrison, Christmas, Chair Lozano, Elder, Vice-Chair Castillo, Walker – 6, Excused: Hurd, Anderson-2**

9. Approval of Appointments to the Governance Committee

This item was moved to the June 26, 2024 meeting

There were no speakers on this item

A motion was made by Vice Chair Castillo and seconded by Commissioner Elder to move this item to the next commission meeting on June 26, 2024. Upon call of the vote, the motion passed by **Ayes: Harrison, Christmas, Chair Lozano, Elder, Vice-Chair Castillo, Walker – 6, Excused: Hurd, Anderson-2**

10. Approval of Proposed Schedule of Future Meetings and Agenda Topics

A motion was made by Commissioner Harrison and seconded by Commissioner Walker to approve the preliminary scheduling of future agenda topics. Upon call of the vote, the motion passed by **Ayes: Harrison, Christmas, Chair Lozano, Elder, Vice-Chair Castillo, Walker – 6, Excused: Hurd, Anderson-2**

11. Open Forum

There was 1 Public Speaker

12. Adjournment

A motion was made by Commissioner Walker and seconded by Commissioner Christmas to adjourn the meeting. Upon call of the vote, the motion passed by **Ayes: Harrison, Christmas, Chair Lozano, Elder, Vice-Chair Castillo, Walker – 6, Excused: Hurd, Anderson-2**

The meeting was adjourned at 6:58 pm

Item # 4 Discussion of the Encampment Management Policy



Encampment Management Policy

C.M.S. 88341

Revised 10/20/2020

Factors and Guidance for Encampment Interventions and Activities

- Encampment management team departments
- Outreach, shelter offers (required), resources, and services
- Noticing requirements for encampment interventions (cleaning, partial or closures, and health & hygiene)
 - 72 hour noticing requirement
- Cannot criminalize based on status as a homeless individual
- Designates high and low sensitivity areas
- Storage of property - bag and tag

Miralle Settlement

Case Filed: 11/09/2022

Encampment Operations Modified by City Council Adoption of Miralle Settlement
C.M.S. 89382

08/09/2022

Miralle Settlement

- 7 day noticing requirement for closures
 - Re-closures 72 hour noticing
- 72 hour noticing requirement for all other interventions (deep cleanings, partial and full closures, and health & hygiene)
- 90-day storage requirement
 - Post property retrieval storage location, hours and information
 - Inventory and labeling
- Take weather and air quality into account when executing encampment interventions (rain - 1.0 inches or more, extreme heat - 90 degree or more or below 42 degrees, air quality 201 or higher)



Encampment and Unsheltered Technical Assistance

Homelessness Commission Presentation

Technical Assistance Overview

Unsheltered TA

The US Department of Housing and Urban Development (HUD) awarded specific communities grants and vouchers to address homelessness among people in unsheltered settings. Oakland, Berkeley/Alameda County CoC was awarded over 15 million dollars (\$5 million per year) consisting of five projects: two housing and three supportive services projects.

HUD's Special NOFO Policy Priorities:

- Support implementation of the CoC's Plan for Serving Individuals and Families Experiencing Homelessness with Severe Service Needs.
- Define spending, rehousing, and performance targets and timelines.
- Improve comprehensive data collection on people experiencing unsheltered homelessness.
- Support strategies to reduce the length of time people experience homelessness.

Technical Assistance Overview

Unsheltered TA

SNOFO Projects: two housing and three supportive services projects

- Rapid Rehousing project: City of Oakland
- Outreach project for Seniors: St. Mary's
- Outreach project for Seniors: Homeless Action Center
- Permanent Supportive Housing project: Alameda County Housing and Homelessness Services
- Mobile Access Units projects: Alameda County Housing and Homelessness Services

In Development:

- The CoC unsheltered workgroup (workgroup of CoC Outreach, Access, and Coordination Committee) have been meeting consistently to develop a working encampment definition for the Oakland/Berkeley/Alameda County CoC. This working definition will be used to track progress for the SNOFO projects.
- The CoC will soon launch the outreach workgroup which will work on an outreach framework that provides a model for how outreach can be conducted county-wide.

Technical Assistance Overview

Encampment TA

- Develop a people-centered encampment response that helps to meet people's basic needs while living in encampments (e.g. hygiene and sanitation services) while also moving households from encampments to housing in a streamlined, prompt and just manner.
- Center racial equity and justice, and the voices of people with lived experience and expertise in the development and implementation of the encampment response.
- Create and sustain a standardized response to encampments that is grounded in trauma informed and healing centered approaches.
- Strengthen collaboration between the City of Oakland, Alameda County and the CoC to ensure access to existing housing solutions and supportive services while also identifying additional solutions that will help to rapidly resolve homelessness for people living in encampments in the City of Oakland.
- Establish encampment response metrics that will help the City to evaluate their progress on advancing racial equity and ending homelessness for encampment residents.

TA Framework: Targeted Universalism

Why Targeted Universalism

- **Grounds process in racial equity and justice:** equity-oriented framework and racial equity impact analysis is embedded in the targeted universalism framework.
- **Supports alignment with County and CoC:** Alameda County Office of Homeless Care and Coordination recently received targeted universalism training and framework is also being explored by the CoC Racial Equity Committee as foundational training for CoC membership.
- **Tested Process:** established framework from the [Othering and Belonging Institute](#), has been included in SNAPS guidance documents as equity-centered practice, and it is being tested by other communities to address unsheltered homelessness (e.g. Oregon statewide).

Targeted Universalism Steps

Establish a universal goal.

Assess general
population
performance relative to
the goal.

Identify groups and
places performing
differently relative to
the goal.

Assess and understand
conditions that support
or prevent each group
from achieving the goal.

Develop and implement
targeted strategies that
support each group to
meet the universal goal.

Step One: Establish a Universal Goal

In the December 20, 2023, team meeting the group decided to move forward with a universal goal that includes funding additional interim housing, permanent housing, and prevention interventions over a three-year period. The modeling for the goal is ongoing and will be informed by targeted strategies.

Step Two: Assess General Population Performance

- The general performance measure is not the baseline for your targeted universalism framework.
- Rather, the general performance measure provides context for understanding the extent of the problem. The general performance measure simply allows us to understand the depth of the scope of the problem to be addressed and forms the foundation for the development of targeted strategies.

Step Three: Identify Groups Performing Different Relative to the Goal

- Purpose is to identify multiple subgroups to determine how they measure relative to the universal goal. There may be obvious groups based on your universe and problem, but don't only look for the obvious breakouts.
- A more detailed demographic and geographic analysis is necessary because the general population measure can mask uneven impacts across the population. Understanding how those effects are distributed across the population is a prerequisite to crafting implementation strategies.
- Key to note: these differences say more about the structure and how opportunity is distributed than the group itself.

Step Four: Assess and Understand Conditions

- This step is perhaps the most critical step within a targeted universal framework.
- The primary focus is to **identify the root causes of the disparities present in the data.**
- The assessment of how conditions are contributing to the disparities is the basis for the development of targeted strategies.
 - Conditions are the components, processes, policies, rules, and activities of a system.
- Key to note: successful when work shifts focus from falsehood of failures of groups and individuals to barriers created by systems that impact groups differently.

Step Five: Develop Targeted Strategies

- Strategies are designed for each group from step three based on the identified structural barriers (conditions). Multiple targeted strategies can be implemented at the same time.
- **Key to note is the Curb Cut Effect:** While the strategy is developed with a specific group in mind, it can ultimately improve performance for everyone. By designing interventions to improve the outcomes for those most marginalized, the system serves everyone better.

Targeted Universalism Steps

Establish a universal goal.

Assess general population performance relative to the goal.

Identify groups and places performing differently relative to the goal.

Assess and understand conditions that support or prevent each group from achieving the goal.

Develop and implement targeted strategies that support each group to meet the universal goal.

Step Four: Assess and Understand Conditions

Community Listening Sessions:

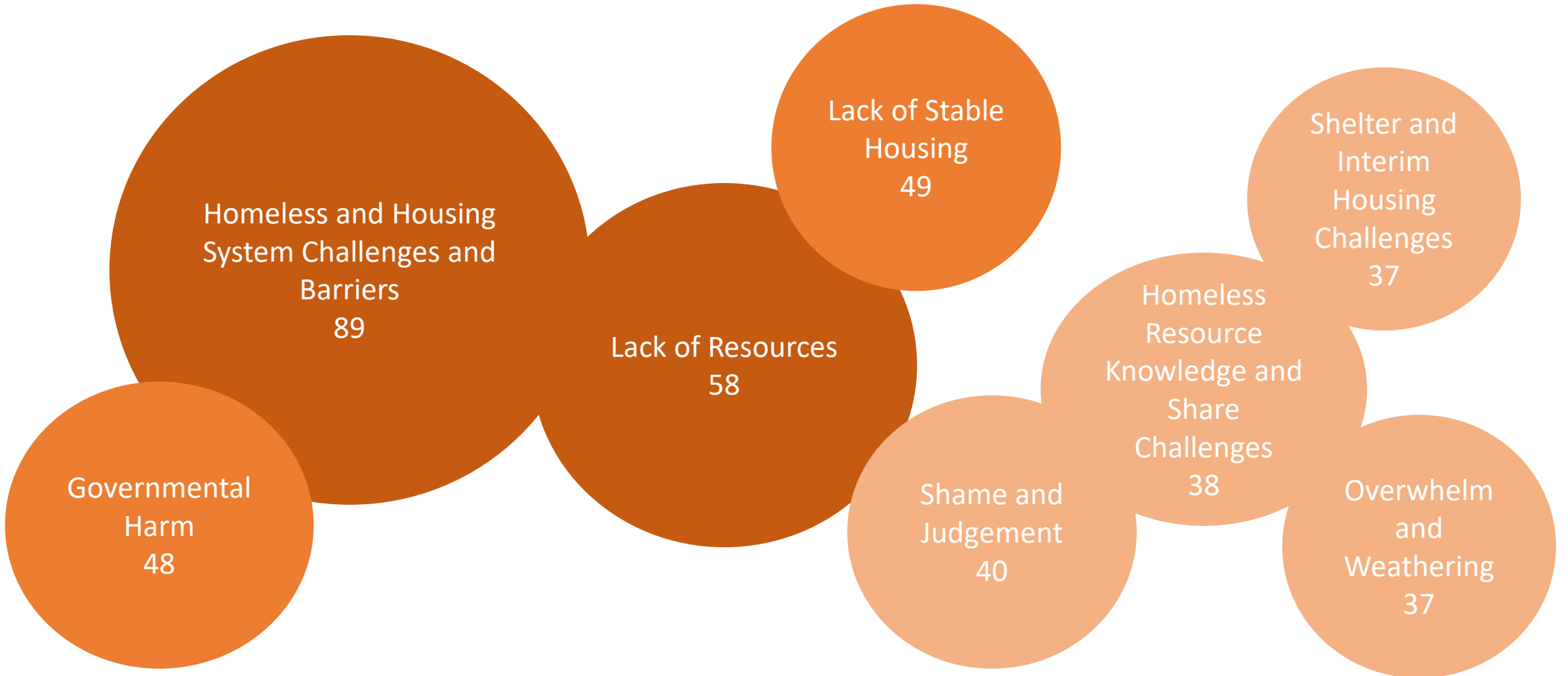
- Sessions targeted people who were previously unsheltered and are now permanently housed.
- Took place Monday, April 29 – Friday, May 3.
- Preliminary analysis is complete. Still need to conduct analysis meeting with participants to finalize.

Still In Development:

- Encampment Mapping – with CAO and two encampment sites.
- Community stakeholder listening sessions (e.g. Homeless Advocacy Workgroup).
- Frontline staff listening sessions (e.g. outreach, PSH frontline staff, Homekey, and other housing provider frontline staff).
- Community Meeting to share Step Four findings.



Community Listening Sessions: Preliminary Findings



Step Five: Develop Targeted Strategies

Intended Deliverable: a people-centered and equity-driven strategy document that outlines policy and operational changes that can support encampment resolution, and broader systems recommendations that can help the City of Oakland work in partnership with city and County partners to prevent and end unsheltered homelessness. Planned key components of the strategy document include*:

Prevention

Outreach

Encampment Resolution

Coordinated Entry

Permanent Housing

Support Services and Stabilization

System Staffing and Coordination

Narrative Change

Community Partnership



Commission on Homelessness

Governance Committee Roles and Responsibilities/Nomination Process

I. Purpose:

This document shall serve as rules of procedures for the selection of officers for the Governance Committee. The Commission may by a majority vote to establish a Governance Committee of its members. The Commission may delegate to the Chair the authority to designate and appoint the members of the committees and the chairs of such committees. Members shall total no more than three including the chair.

II. Responsibilities of the Governance Committee

The Governance Committee is an advisory committee established with the goal of ensuring the commission's bylaws and policies are being carried out. The Governance committee will handle any and all issues that have not been able to be resolved using other methods. The governance committee oversees compliance, focuses on the refinement or establishment of policies and procedures regarding commission operations and supports and promotes good governance practices. The Governance Committee members should stay current on trends and changes around governance topics.

The Governance Committee shall investigate and formulate recommendations as assigned by the Commission in accordance with the bylaws, Brown Act, Sunshine Ordinance, and/or rules applicable to the matter of study in relevant context. In the course of its investigation and formulation of recommendations to the Commission, each committee shall consult with the Assistant City Administrator of the Homelessness Division, and to the extent necessary, relevant City Departments and the Office of the City Attorney.


The governance committee shall meet bi-monthly, any additional times as its responsibilities require and/or upon the call of the committee's chair. The Governance Committee shall report to the full Commission at the regular held monthly meetings a summary of all matters considered and its findings and recommendations thereon.

III. Nomination Process and Procedure

- At the designated nomination meeting, the chair will call for the nomination of officers to the Governance Committee.
- Commission members may nominate other members or themselves as an officer of the Governance Committee.
- After three members have been nominated and accept nominations, a motion to appoint the three nominated commissioners to the committee should be made and seconded.
- A vote shall be called by staff of the full body.
- If a majority of the commissioner votes in favor of all three nominees. The motion passes and the Governance Committee has been established.
- If one or more nominees are not accepted by a majority of commissioners, commissioners will make amendment motions to the original motion until three members have been voted in favor of by a majority of the commission members.



POLICY COMMITTEE ACTION ITEMS

- 1. DEVELOP RECOMMENDATIONS GUIDED BY PEOPLE WITH LIVED EXPERIENCE BY GATHERING FEEDBACK IN THE FOLLOWING WAYS:**
 - a. VISIT SETTLEMENTS, TALK WITH STAFF, AND RESIDENTS**
 - b. VISIT CITY AND COUNTY RUN STRATEGIES, TALK WITH STAFF, AND RESIDENTS**
 - c. IDENTIFY QUESTIONS TO ASK SERVICE PROVIDERS WHO RECEIVE CITY FUNDING TO ASK AT FULL BOARD PRESENTATIONS**
 - 2. PROCESS THE ANNUAL SURVEY**
 - 3. DRAFT A RESPONSE TO THE HOMELESS ENCAMPMENT POLICY, WITH COMMUNITY AND FULL BOARD INPUT**
 - 4. REVIEW AND MAINTAIN BY-LAWS**
- 

Proposed Schedule of Future Meetings and Agenda Topics

| Meeting Date | Agenda Items |
|--------------------|---|
| September 25, 2024 | <ol style="list-style-type: none"> 1. Work Plan Update 2. Update City Audit 2019 and 2020 3. Annual Report Planning Discussion <ol style="list-style-type: none"> a. Discussion questions for providers 4. CHS City Run Shelter/Intervention Site Programs Report 5. Presentation by Public Works on Measure Q Commission on Homelessness Discussion and Review of Measure Q 6. Commission on Homelessness' Annual Report Discussion 7. Permanent Access to Housing Path Plan 8. Annual Report Planning Discussion 9. Homelessness Encampment Management Policy Planning Discussion 10. Standing Committee Updates: <ol style="list-style-type: none"> a. Policy Committee Update b. Governance Committee Updates <ol style="list-style-type: none"> i. Bylaws c. Ad Hoc Committee Updates 11. Annual Report Update 12. Scheduling of Future Agenda Items |
| October 23, 2024 | <ol style="list-style-type: none"> 1. CHS's Service Provider Performance/Operations Report to City Council in September 2024 2. Standing Committee Updates 3. Policy Committee Update 4. Ad Hoc Committee Updates <ol style="list-style-type: none"> a. Annual Report |
| | |